

'87 IVY WINNERS: 10 MASTERS OF EXCEL

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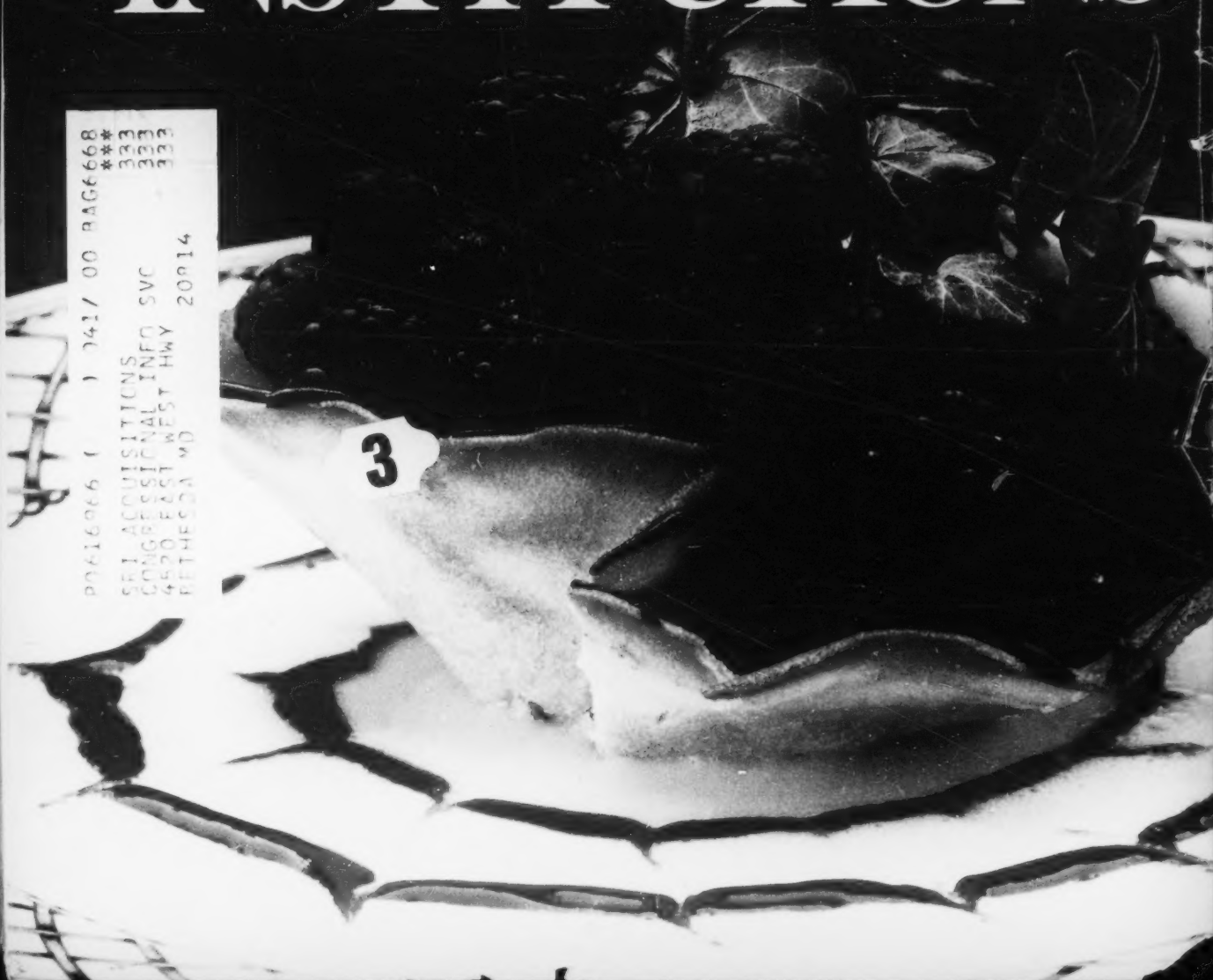
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RESTAURANTS & INSTITUTIONS

■ ECONOMIC EXPERTS

Lodging Industry Inches Ahead

East, Southeast occupancy rates outpace the rest of the country.

According to Laventhol & Horwath, information gatekeepers for the hotel industry, the lodging industry had a "fairly good year" in 1986. Hotel occupancies averaged 64.7% in 1986, 0.5% higher than in 1985.

Regionally, the East experienced substantial gains, while the Central and Western regions did not.

Occupancies in Southeastern hotels increased to 67.6%, 4.5% above 1985. Hotels there did especially well in resort areas, where occupancies jumped 4.8%.

In the Northeast, occupancies rose to 74.1%, 3.6% better than in 1985. Central city hotels fared best in this

region, as occupancy rates increased 5.3%.

In other regions of the country, however, occupancies fell over the year. The largest decline was in the South Central, where occupancies fell to 54.3%, 4.4% below 1985.

The National Restaurant Association (NRA) estimated 1986 hotel food and beverage sales at \$11.7 billion, up 7.6% from 1985, or 3.7%, after price changes are removed. According to Laventhol & Horwath, however, food and beverage operations within hotels experienced a flat year overall. The number of covers served declined 0.6%, while



Kim Kennedy is a member of Cahners Department of Economics.

food and beverage sales per occupied room and the average receipt per cover each rose slightly. The net effect was a 2.2% increase in food and beverage sales. The discrepancy between NRA and Laventhol & Horwath data can be explained by the growing number of hotels.

Although consumer demand continues to increase, the net increase in new hotels is outpacing demand, thereby threatening the solvency of foodservices within individual hotels. Differences in food and beverage sales by location and type of hotel provide a good look at what is successful. Laventhol & Horwath's 1986 data indicated that regional food and beverage sales followed the same pattern as hotel occupancies: sales performed best in the Northeast and Southeast.

Independent and resort hotels had the highest food and beverage sales per occupied room in 1985 and 1986. Independent hotels averaged sales of \$53.26 per occupied room; resort hotels averaged \$50.21. This compares to an overall average of \$35.42. —Kim Kennedy

Despite the increased importance of business travel, hotel occupancy rates remain highest in popular resort areas. The highest rates include: Hawaii, at 86% occupancy in 1985; and Disney/Kissimmee near Orlando, Florida, at 72% occupancy.



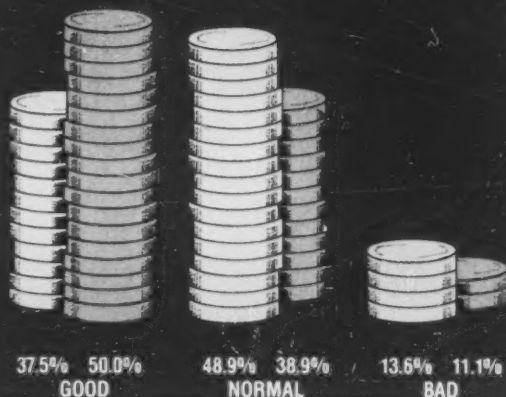
New York City continues to top the list of cities with the highest hotel room rates, averaging \$95.36 in 1985. Other astounding rates: San Juan, Puerto Rico, at \$90.03; San Francisco, at \$88.87; and Boston, at \$85.41.

R&I DATA

SALES NOW: COMPARED TO LAST YEAR

At this time last year, only 1.4% of institutions reported bad sales. This year, however, 11.1% responding in March said sales were bad, up from 8.6% in February. Nursing homes and employee feeders appeared to be having the most difficulty stimulating sales. On the commercial side, March 1987 sales figures were down by only one or two percentage points from 1986. Fast-food appeared to be struggling as 18.8% reported bad sales.

■ Commercial ■ Institutional



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ior vice president of the \$62 million, 58-unit company headquartered in San Francisco.

While Andereck says the 105-seat T. Bones may never be a \$2 million to \$3 million unit, the return on investment is much nicer.

And even though red-meat consumption is sagging, "prime cuts are up," says Andereck, especially tenderloin, sirloin and strip. The restaurant's namesake meat and filets are the top sellers.

The new unit targets the type of clientele one would expect to find in Beverly Hills—the young professional. The built-in patron base and the new upgraded, red-meat-oriented menu have produced increased revenues although guest counts have remained relatively the same.

The unit decor resembles that of a traditional Chicago-type steakhouse, with masculine appeal. There is no "tea room" image at T. Bones. That was done deliberately, says Andereck, to attract a male-dominated audience.

The bar does 21.4% of volume, and 75% of the bar business is in beer and wine. The customer who comes to T. Bones tends to drink wine, Andereck notes.

"Rather than get the market to adapt

to our restaurant, we're getting the restaurant to adapt to the market," Andereck says of the strategy for the young concept. "Beverly Hills became a financial and corporate district rather than a shopping district."

Andereck projects first-year annual sales of nearly \$1.3 million for the Beverly Hills T. Bones restaurant. There are no plans to erect another one anywhere else as yet.

"That was a specific prescription for an identifiable ailment," Andereck says.

—Howard Schlossberg

Magic Pan is getting great results out of its T. Bones in Beverly Hills, Calif.



■ CONSUMER'S CHOICE

THE RICHES OF PASTA

According to *Restaurants & Institutions'* study of consumer eating habits, ordering a pasta entree is most popular among households with incomes of more than \$60,000. Fully, 31.5% of the respondents in that income bracket like to order pasta entrees. The percentage decreases as income level decreases, falling to 9.4% among those with yearly income less than \$12,500.

—Jeff Weinstein

■ R&I DATA

AVERAGE MENU PRICES: SANDWICH PRICES FLUCTUATE

R&I tracks average selling prices for a variety of menu items at restaurants across the country. The latest survey results show that fish sandwich prices are on the increase and chicken prices are on the downswing, reflecting current availability conditions.

Item	Full service	Fast food	Hotel/motel	North-east	South	North Central	West
Beverages:							
Coffee	\$.66	\$.53	\$.73	\$.63	\$.70	\$.61	\$.64
Iced tea	.70	.61	.73	.72	.69	.68	.68
Soft drinks	.77	.64	.90	.82	.75	.76	.76
Beer	1.71	1.18	1.75	1.46	1.63	1.70	1.70
Wine (glass)	1.75	1.33	2.68	3.34	1.78	2.15	1.68
Sandwiches:							
Hamburger	2.81	1.74	3.82	2.74	3.07	3.23	2.95
Cheeseburger	2.89	1.94	4.33	2.85	3.27	3.53	3.60
Ham & cheese	3.11	2.37	4.11	2.93	2.78	3.42	3.81
Club	4.13	3.07	4.44	4.05	3.71	4.13	4.53
Fish	2.90	1.74	4.60	2.55	1.90	3.18	3.76
Chicken patty	2.34	2.47	3.60	2.27	2.30	3.28	3.20
Other:							
Chili	3.20	1.77	2.79	2.00	1.46	2.00	2.03
French fries	.95	.83	1.06	.93	.96	.96	1.00
Scrambled eggs	1.36	1.66	2.57	2.00	1.73	2.39	2.22



SYSTEMS

■ HUMAN RESOURCES

Mastering the Art of Selling Menu Items

Servers who understand sales psychology can boost restaurant sales and send their own tips soaring.



Video teaches selling techniques to servers and bartenders at Marlowe's Restaurant in Denver.

MOTIVATE SERVERS TO SELL

■ Train servers thoroughly in selling techniques—both to make certain they're doing it correctly and to show that the company is willing to invest in their sales skills.

■ Point out to servers that they're working on commission, as surely as an automobile or insurance salesperson. A \$40 check for a party of two, for instance, will result in double the tip of a \$20 check.

■ Set ppa (per-person average) goals; monitor progress of individual servers and of the operation as a whole.

■ Check the sales totals of servers and bartenders regularly and compliment them, on at least a 3-to-1 basis, for better than average sales.

■ Recognize the sales achievements of servers at staff meetings and other functions. "Most improved" should be among the awards given.

Friendly, knowledgeable servers who suggest suitable food and beverages at each stage of the meal can boost check averages, resulting in bigger tips for themselves and higher profits for restaurant owners. Suggestive selling pays off especially well with appetizers, side dishes, desserts, cocktails and wine—items that customers might otherwise omit from their meal.

Jim Sullivan, vice president of Penguin Productions in Denver, says restaurants using his company's training film on suggestive selling have increased gross sales by 10% to 30%. He recommends a four-step approach.

First, servers must develop a selling attitude, by thinking of themselves as sales people—not just order takers.

Second, servers must familiarize themselves with both the menu and daily specials. They should know how to create mouth-watering, mental pictures of every menu item: "The seafood gumbo casserole? It's six ounces of fresh King crab and shrimp with snow peas, tomatoes, basil and just a hint of garlic, and it comes with a salad."

Third, the skilled suggestive seller guides customers in menu choices—

not by forcing the same idea on every customer, but by observing customers closely and asking questions to determine which suggestions are most appropriate. An overweight customer might welcome the suggestion of a fruit cup more than encouragement to eat a rich dessert.

Suggesting several premium brands of liquor not only assures the customer of quality, but results in the sale of a higher-ticket item. To create trust by customers, however, servers should pull most of their suggestions from median-priced menu items.

Menus, wine lists and table tents are the server's props in the selling job. As an item is described, the server should lean over and point it out on the menu so that the customer can see the written description and price.

The fourth step in suggestive selling is use of the right words. Asking customers whether they want appetizers invites rejection. Instead, the server should assume the sale: "Have you had a chance to look over the appetizers on the menu? The onion rings and chicken fingers are my favorites—which may I bring you?"

—Toni Lydecker

■ R&I DATA

LABOR COST INDEX: UNIT MANAGERS MAKE GIANT STRIDES

Commercial unit managers in all four regions of the country reported receiving sizeable salary increases in the March survey. Raises during the period ranged from 9.4% in the North Central to a very healthy 18.7% in the West.

	Northeast	North Central	Southwest	West	Average commercial	Average institutional
Executive chef*	\$28,022	\$27,748	\$30,491	\$28,114	\$30,137	\$26,885
Manager*	23,477	18,918	22,568	24,464	22,913	21,567
Asst. manager*	19,489	18,825	17,987	16,403	19,156	17,010
Mgmt. trainee*	15,429	15,278	15,071	15,857	14,974	18,543
Cook**	263	222	196	227	217	237
Dishwasher**	175	160	157	156	156	168

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